# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minister’s foreword</td>
<td>2</td>
</tr>
<tr>
<td>Commissioner’s foreword</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Our future service environment and our future challenges</td>
<td>5</td>
</tr>
<tr>
<td>Our organisation</td>
<td>6</td>
</tr>
<tr>
<td>Key service performance targets</td>
<td>8</td>
</tr>
<tr>
<td>Our vision</td>
<td>9</td>
</tr>
<tr>
<td>Our mission</td>
<td>9</td>
</tr>
<tr>
<td>Our strategic intent</td>
<td>9</td>
</tr>
<tr>
<td>Our values and behaviours</td>
<td>10</td>
</tr>
<tr>
<td>The QAS Strategy map</td>
<td>12</td>
</tr>
<tr>
<td>Our strategic objectives and performance targets</td>
<td>14</td>
</tr>
</tbody>
</table>
Minister’s foreword

Every day across Queensland, the men and women who operate at the front line of our health system work to realise our vision to make Queenslanders among the healthiest people in the world. Officers of the Queensland Ambulance Service (QAS) are often the first point of contact that patients in need of care will have with our health system. The QAS provides one of the major entry points for patients into Queensland’s hospital network and the health and wellbeing of Queenslanders relies significantly on having an ambulance service available to them in times of need.

As Minister for Ambulance Services, I believe that the QAS continually delivers on its mission to deliver timely, quality and appropriate, patient focused ambulance services to the Queensland community. Our health system faces complex challenges posed by a growing and ageing population which is experiencing greater levels of chronic illness. The QAS is not immune to these challenges. That is why it is so important that the QAS not only delivers high quality ambulance services to today’s patients but that it is also well-positioned to respond to the future challenges which will be posed to our health system. In this regard, this Strategy will provide the QAS with an effective pathway to:

» ensure the provision of timely and quality care to our patients
» develop improved and better integrated pathways of patient care
» enhance the capability of the QAS as a valued partner within the health system
» drive the continual improvement of the capabilities of our organisation and its workforce.

I endorse the QAS vision of ‘Excellence in Ambulance Services’. This vision will provide the impetus for QAS to continually seek to improve the health care outcomes of patients, and by providing greater value for the community. I am confident that the QAS will play its part in ensuring that, by 2026, Queenslanders will be among the healthiest people in the world.

I am committed to achieving this vision, and I am confident that through pursuing the objectives defined by this Strategy the QAS will continue to deliver improved health care outcomes for our patients and the Queensland community.

Hon. Cameron Dick MP
Minister for Health and Minister for Ambulance Services
Commissioner’s foreword

Through the delivery of timely, quality and appropriate, patient focused ambulance services to the Queensland community, the QAS plays a critical role in delivering a better quality of life for all Queenslanders.

Our organisation is often the first point of contact that many Queenslanders will have with our State’s healthcare system, and forms an integral part of the overall continuum of patient care. Operating 24 hours a day on a state-wide basis, we are trusted by the community to provide a timely response and provide care for those in need, when care is needed most.

The QAS believes that better organisational performance will deliver better outcomes for our community and patients, particularly in the face of changing future demands. Further, our ability to deliver care is highly dependent on the skills, capability and performance of our workforce. In this regard, the changing demographics within our workforce require a specific strategic focus to ensure that we harness the benefits of a more diverse workforce. As such, through consultation with our key stakeholder groups, we have developed this five year Strategy to provide our organisation with a focus to ensure that our services are aligned to Queensland Government priorities, and always meet the needs of our patients and the wider community.

Our vision is for ‘Excellence in Ambulance Services’, and it is through the implementation of this Strategy that we will achieve a better quality of life for all Queenslanders through improved outcomes for our patients, our community, and our employees and volunteers.

Russell Bowles ASM
Commissioner
Queensland Ambulance Service
Introduction

This Strategy provides an organisational roadmap for the QAS to ensure that, looking to the future, the organisation is capable of continuing to provide the health care outcomes that Queenslanders need. The objectives set by this Strategy have been designed to confirm that the organisation remains entirely focused on its mission to deliver timely, quality and appropriate, patient focused ambulance services to the Queensland community.

Ensuring that our patients and the community continue to receive care that is both timely, and of a high standard of clinical quality requires the QAS to work as an important partner in the health system. Our continued ability to deliver timely and quality care relies directly on the continued improvement of those systems that support our performance. Our ability to meet changing demand is further strengthened by our ability to utilise our resources in the most effective way, and by our capability to leverage new technologies where there is a benefit to our patients.

As such, the QAS Strategy 2016–2021 has been developed to ensure ongoing service innovation across our organisation, to drive the continual improvement of our performance, to build the capability of our workforce, and to focus our efforts on delivering the services and quality required by our community and our patients in a constantly changing service environment.

Our overall commitment to Queensland is to ensure that we continue to deliver timely and quality patient care, by ensuring that our vision for ‘Excellence in Ambulance Services’ is realised.
Our future service environment and our future challenges

Over the coming years, Queensland is predicted to experience significant social and demographic changes. By 2026, Queensland’s population is projected to increase by one-third to approximately 6.3 million people. Of these, 1.1 million people will be aged over 65, an 83% increase on 2011. Most of this growth will occur in Queensland’s south-east corner.

These expected changes to the size and age of Queensland’s population indicate that presentations to emergency departments will likely increase over time, and demand for public hospital inpatient services within Queensland will continue to grow.

In addition to a larger, ageing population, the Queensland health system will also face challenges posed by high levels of chronic disease, health-related risk behaviours and greater health challenges within certain areas of the community.

In addition to a changing societal demographic, the composition of our operational workforce is also changing. In recent years the professionalisation of our workforce has grown, with our new paramedic recruits now entering the service almost exclusively as university graduates. Further, the knowledge and capability of our workforce also continues to increase, with the range of clinical interventions and drug management practices utilised by our paramedics having expanded in scope significantly over the last 10 years. It is anticipated that this scope will continue to expand as the clinical capability of our staff continues to develop to meet community requirements.

Notably, the recruitment intake of women into the QAS workforce is now higher than the intake of men. As we deliver our services, it is important that our workforce continues to reflect the diversity found within our community. An inclusive and diverse workforce brings with it many benefits, including improved organisational culture, greater innovation, and stronger community engagement. These benefits drive better patient outcomes and as such, the requirement for our organisation to build a workforce where inclusion and diversity is both cultivated and promoted, continues to grow.

The unique nature of our work environment also presents challenges for the QAS. In providing care to patients and the community, our employees and volunteers often find that their workplace is, unlike most workplaces, not controlled by the organisation and may involve hazardous emergency situations. The QAS believes that while operational ambulance activity and emergency response can be hazardous, it does not have to lead to injury. In this regard, given the critical role of our employees in the chain of patient care, managing the safety and wellbeing of our workforce is fundamental to the continued effectiveness of our organisation as a whole.

These issues will have significant implications for our organisation as we strive to continually enhance our services, and play our part in the broader health system reforms that will improve healthcare outcomes for the community. Enabling our organisation to effectively meet these challenges through timely and quality patient care requires a coordinated organisational commitment to the objectives and initiatives prescribed by this Strategy. Improved organisational systems, models of patient care and stakeholder partnerships, combined with the ongoing investment in the capability of our organisation and its employees is critical to ensuring a better quality of life for Queenslanders in an environment of increasing demand for service.
Our organisation

Established by the *Ambulance Service Act 1991*, the QAS operates as a part of the broader system of Queensland Health, and is accountable for the delivery of:

- state-wide pre-hospital ambulance response services
- emergency and routine pre-hospital patient care and transport services
- coordination of aero medical services
- inter-facility ambulance transport
- planning and coordination of multi-casualty incidents and disasters and casualty room services.

Our services are delivered through 15 Local Ambulance Service Networks (LASNs) which are aligned to the State’s Hospital and Health Services (HHSs).

The alignment of the QAS as an integrated state-wide service provides a more cohesive, patient-centric focus across the patient care value chain, ensuring a safe and effective conduit for patients into the State’s broader health system.

A 16th state-wide LASN comprises QAS’s Operations Centres (OpCens). There are seven OpCens throughout Queensland that are responsible for emergency call taking, operational deployment and dispatch, and coordination of non-urgent patient transport services.

We utilise a fleet of over 1,300 vehicles to deliver service, and our organisation is comprised of over 4,100 employees. An enduring and strong connection to our community is enhanced via Local Ambulance Committees (LACs) operating in about 150 locations all over Queensland. These volunteers, numbering more than 1300, take an active interest in supporting ambulance services in their communities and provide a direct link between the ambulance service and the community it serves. The type of support provided by LACs includes raising awareness of ambulance services through community engagement; helping to build more resilient communities through delivering important programs such as the CPR Awareness Program in conjunction with QAS staff; and providing enhancements to our service by funding additional training equipment and professional development opportunities for staff.
Our business model defines how our organisation delivers value – in essence it is the blueprint for the implementation of Strategy through our organisation’s structure, systems and processes.

Our lines of service are founded through communication and deployment services, emergency ambulance response services, and patient transport services. These lines of service are supported by the organisation’s leadership, internal services, and by a small corporate support area providing information technology, finance, human resource, procurement, facilities and planning services within the organisation. Key stakeholder partnerships further enable our lines of business. This business model ensures that our services are effectively aligned, appropriately supported, and transparently governed to deliver valuable outcomes to the community and our patients.
Key service performance targets

Our primary performance targets, which are contained within our annual Service Delivery Statement, are to attend 50% of Code 1 incidents within 8.2 minutes, and 90% of Code 1 incidents within 16.5 minutes. We also aim to have 90% of triple zero calls answered within 10 seconds. Our key performance challenge is to continue to deliver high quality performance into the future in the face of increasing demand for services.

Each year, the QAS responds over 1.1 million times to requests for assistance, from 290 response locations across Queensland, and operates with a budget of over $670 million.

The continued strengthening of relationships between the QAS and our partners within the health system at the HHS level will facilitate an ongoing focus on local relationships. These relationships enable local solutions, service development and accountability, and provide a greater opportunity for coordinated solutions to manage and respond to the growing demand for emerging health services.
Our vision

Our vision defines the goal that we are working towards through undertaking our mission.

*Excellence in Ambulance Services.*

Our mission

Our mission defines our purpose for existence as the State’s ambulance service, operating within the Queensland system of healthcare. It is the primary focus of our organisation’s Strategy, and guides our current and future operations.

*We will deliver timely, quality and appropriate, patient focused ambulance services to the Queensland community.*

Our strategic intent

To achieve our mission and realise our vision we will:

» focus on timeliness and be there when our patients need us
» continually strive to achieve better outcomes for patients
» ensure the safety of our patients and employees
» ensure our organisation’s financial and other resources are effectively and efficiently managed
» ensure our key performance targets are met or exceeded, and provide value for money to the community
» foster innovation and research that contributes to quality patient care and outcomes, and play our part in overall health system improvements
» build our technical and information capabilities to the benefit of our patients and our organisation to enable better decisions to be made
» continue to enhance our capability and capacity to operate as an organisation with a reputation for performance and innovation
» innovate to deliver services that are reliable, and valued by the community
» work hard to ensure our stakeholders and community partners value our relationship
» ensure our workforce is well led, informed and engaged, capable and professional
» work hard to remain the community’s most trusted profession.
Our values and behaviours

Our values are the foundation upon which the success of our organisation is built. These values and behaviours underpin every aspect of this Strategy, and align the culture of our organisation towards our vision.

Patients first
» everything we do must contribute positively towards excellent patient care
» we will be there when our patients need us
» we take the time to understand the needs of our patients and the community.

Health and safety
» we continually seek to ensure the safety of ourselves, our patients, and others around us
» we recognise that our ability to care for our patients relies directly on our own safety
» we are fit for duty.

Ideas into action
» we must challenge the norm to ensure the delivery of the best healthcare outcomes for Queenslanders
» we are focused on solutions that are aligned to the needs of our patients
» we continually seek to provide better services and value to the community
» we proactively embrace ideas for improvement.

Unleash potential
» we sponsor creativity, learning, and the sharing of ideas, which allows our organisation to do excellent things
» we cooperate with those around us to achieve the aims and objectives that could not be realised on our own
» we ensure that all of our efforts and resources are directed towards providing the best service and response possible for our patients and the community.
Be courageous
» to achieve the best outcomes for the patient and the community, we take calculated risks, and always act with integrity and transparency
» we own our actions, our successes and our mistakes
» we keep our commitments, and we constructively challenge for a better way
» we are committed to an environment free from all forms of harassment.

Empower people
» we show respect in all our actions, and we act ethically
» we empower and trust our people to perform when called upon and we take responsibility for our own performance
» when working we utilise our strengths, and seek to continually develop ourselves and others around us to ensure the delivery of timely and quality care to our patients
» we capture and share knowledge
» we will ensure an inclusive and supportive culture, where we harness the benefits of our diverse workforce.
The QAS Strategy map

A Balanced Scorecard Strategy Map view of our Strategy has been developed. This map “tells the story” of our Strategy in terms of the cause and effect relationships of our strategic objectives and our mission, and further defines our value proposition. Within this map, each strategic objective has been identified across four perspectives:

1. **Community and patient service outcomes**
   This perspective defines the source of our organisation's value proposition to our stakeholders and patients.

2. **Internal processes to deliver service outcomes**
   This perspective defines our organisation’s key strategic processes, in which we must excel to create value.

3. **High performing organisation**
   This perspective defines those intangible assets, or capitals (e.g. workforce, organisational and information) that must align strategically in order to support the Strategy, and deliver value.

4. **Financial**
   This perspective contains our strategies to ensure value for money for our stakeholders, and our achievement of results in an efficient manner.
OUR MISSION
We will deliver timely, quality and appropriate, patient focused ambulance services to the Queensland community.

OUR VISION
Excellence in Ambulance Services

We will deliver services that are reliable, innovative, and represent value to the community.

We will provide ambulance services for current and future needs as a partner within the health system.

We will work hard to remain the community’s most trusted profession.

COMMUNITY AND PATIENT SERVICE OUTCOMES

S01: Deliver a timely response to patients
We will provide a timely response when our patients need us.

S02: Provide quality patient care
We will care for our patients by providing a professional ambulance service driven by high clinical standards.

INTERNAL PROCESSES TO DELIVER SERVICE OUTCOMES

S03: Deliver effective and efficient ambulance services
We will ensure our services are well planned, managed, and executed and our performance is continually improved.

S04: Adapt models of service to future needs
As a partner in the health system, we will utilise appropriate and innovative care and service models, tailored to the needs of local communities and patients.

S05: Build strong stakeholder partnerships
We will build strong partnerships and networks across the community and Queensland's health systems.

S06: Build a capable, high performing workforce
We will build a well led, high performing professional workforce, driven by our values.

S07: Enhance workplace health and safety performance
We will continue to build a safe organisation for our patients and staff.

S08: Strengthen our organisational capability
We will strengthen our organisation’s capability to perform.

S09: Build technological capability
We will leverage new technology where there is a benefit to the patient or the business.

S10: Facilitate better decisions driven by better information
We will use quality, integrated data to enable us to make better decisions.

FINANCIAL

S011: Ensure effective resource and financial management
We will manage our organisation effectively, and ensure value for money in the services we provide.

PATIENTS

SERVICE DELIVERY

ORGANISATIONAL PERFORMANCE

Workforce Capital | Organisational Capital | Information Capital
### Our strategic objectives and performance targets

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Initiative</th>
<th>Descriptor</th>
<th>Our Measure</th>
<th>Our Target</th>
</tr>
</thead>
</table>
| **SO1:** Deliver a timely response to patients | 1a. Improved ambulance response | Ambulance response is at the ‘core’ of ambulance service delivery and is critical to the success of our integration within the broader health system. QAS aims for continual improvement of our response capability, ensuring that our organisation is capable of meeting the needs of a changing community and environment. | Ambulance response times to Code 1 incidents:  
  » 50th percentile  
  » 90th percentile | TARGET:  
  » 50th percentile response time: 8.2 minutes  
  » 90th percentile response time: 16.5 minutes |
|                     |            |            | Percentage of Triple Zero (000) calls answered within 10 seconds | TARGET:  
  » 90% of triple zero calls will be answered within 10 seconds |
|                     |            |            | Percentage of Code 3 incidents attended to by the appointment time | TARGET:  
  » 70% of non-urgent incidents will be attended to by the appointment time |
|                     |            |            | Percentage of Code 4 incidents attended to by the patient at ready time | TARGET:  
  » 90% of non-urgent incidents will be attended to by the patient at ready time |
| **SO2:** Provide quality patient care | 2a. Improved cardiac outcomes | Heart attack remains the most common cause of sudden death across the State. A strong ‘Chain of Survival’ can improve chances of survival and recovery for victims of heart attack, stroke and other emergencies. The goal of this initiative is to support this chain of survival, and contribute to improved patient cardiac outcomes as per the broader ‘Cardiac Services Strategy for Coronary Heart Disease, Heart Failure and Rheumatic Heart Disease for Queensland 2005–2015’. | Cardiac arrest survival rate (to hospital)*  
  * NB: Per Utstein measure | TARGET:  
  » Improve current performance by 10% by 2021 |
|                     |            |            | Cardiac arrest survival rate (to discharge) | TARGET:  
  » Improve current performance by 10% by 2021 |
|                     |            |            | Number of out of hospital cardiac arrests where CPR is being performed by a member of the public on paramedic arrival | TARGET:  
  » 70% by 2021 |
|                     |            |            | Percentage of patients with chest pain having 12 lead ECG acquired within 10 minutes of paramedic arrival | TARGET:  
  » Greater than 95% by 2021 |
### 2b. Improved stroke outcomes

Stroke is Australia’s second biggest killer and a leading cause of disability. Emergency medical treatment soon after stroke symptoms begin improves the chances of survival and successful rehabilitation. The QAS aims to ensure high quality acute stroke services deliver improved outcomes for stroke patients across the community.

<table>
<thead>
<tr>
<th>Number of suspected stroke patients transported to a stroke centre</th>
<th>Target: Increase by 25% by 2021</th>
</tr>
</thead>
</table>

### 2c. Improved diabetes outcomes

Approximately 3.61 million Australians have diabetes or pre-diabetes, and diabetes is Australia’s fastest growing chronic disease with one person diagnosed every 5 minutes. The QAS aims to reduce the long-term health effects for patients, and ease system burden of chronic diabetes across the community by working in partnership with the relevant HHS to allow for the early assessment and treatment of patients.

<table>
<thead>
<tr>
<th>Development of localised diabetes strategies within LASNS</th>
<th>Target: 100% of LASNS to have developed and implemented localised diabetes strategies within 2 years</th>
</tr>
</thead>
</table>

### 2d. Improved clinical quality

Our care for our patients forms the heart of our service. The QAS clinical framework and risk and incident management framework help to ensure the quality of this care by driving individual and organisational learning and clinical quality improvement upward. The QAS aims for continuous improvement in response to the quality of the care we provide, and the safety of our patients.

<table>
<thead>
<tr>
<th>Patient satisfaction</th>
<th>Target: 97% of patients very satisfied or satisfied with ambulance response services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of patients who report a clinically meaningful pain reduction*</td>
<td>Target: Continue to perform above the national benchmark</td>
</tr>
<tr>
<td>* NB: Per ROGS measure</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transition to a new dynamic model of case audit, with a high focus on quality of care</th>
<th>Target: Implementation of new model of audit for clinical quality</th>
</tr>
</thead>
</table>
### SO3: Deliver effective and efficient ambulance services

**3a. Improved effectiveness and efficiency of our services**

We know that we will face increased pressures on the broader health system due to significant social and demographic changes. In this regard, the value and effectiveness of our organisation relies totally on our operational model and our supporting business systems and assets. As such, the QAS aims to ensure that the effectiveness and efficiency of our systems and assets that support our service delivery capability are continually improved, and our services are delivered to the community through a timely response and quality patient care.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case cycle time (minutes) from creation of ‘incident’ to arrival at hospital</td>
<td>Maintain at current levels despite increasing demand for services</td>
</tr>
<tr>
<td>Gross expenditure per incident</td>
<td>Cost per incident maintained below national benchmark</td>
</tr>
<tr>
<td>Implementation of Dynamic Deployment System</td>
<td>Dynamic Deployment System implemented within 2 years</td>
</tr>
</tbody>
</table>

### SO4: Adapt models of service to future needs

**4a. Adapted models of service**

Changing demographics and increased demands on our organisation require that we adapt our models of service delivery to ensure that we remain capable of meeting the needs of the community and our patients. The QAS will continue to focus on the development of innovative models of service that compliment patient care and the effectiveness of the health system in Queensland. To achieve this, we will seek to enhance access to services, remove duplication across our organisation, negate the inappropriate use of resources associated with poor preventative practices, and drive heightened efficiencies of scale in health service delivery.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilisation of Low Acuity Response Unit (LARU) resources per shift</td>
<td>65% utilisation of LARU resources per shift</td>
</tr>
<tr>
<td>Percentage of LARU identified responses attended by LARU Unit</td>
<td>65% identified responses attended by LARU unit</td>
</tr>
<tr>
<td>Establishment of Extended Paramedic Practice (EPP) for paramedics in rural operational settings</td>
<td>Successful introduction of EPP within 2 years</td>
</tr>
</tbody>
</table>

### SO5: Build strong stakeholder partnerships

**5a. Improved services delivered through partnerships**

Operating as a valued partner within the system of health, allows our organisation to achieve the aims and objectives that could not be realised on our own. As such, the QAS will forge, support, and leverage new and innovative partnerships across the system of health, and wider community, to deliver quality and timely ambulance services towards the community and our patients.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of nurse/paramedic practice model</td>
<td>In collaboration with Hospital Health Services, the nurse/paramedic practice model will be introduced in locations with hospital based ambulance services</td>
</tr>
<tr>
<td>Implementation of Community Partnership Plans</td>
<td>100% of LASNS with Community Partnership Plans developed in consultation with LAC representatives</td>
</tr>
</tbody>
</table>
### SO6: Build a capable, high performing workforce

**6a. Improve workforce capability**  
Our most valuable asset is our workforce. We are committed to continually improving the capability of our workforce, and we will ensure that our organisation is supported by the right people, with the right skills, at the right time.

**Delivery of a workforce plan that is integrated into the business, performance and financial planning processes of the organisation. This will ensure that the workforce plan is aligned to, and focused on achieving the organisation’s service delivery outcomes**

- **Percentage of staff accessing on or over 96 hours of sick leave - Operational**  
  Reduce by 20% by 2021

- **Percentage of staff accessing on or over 72.5 hours of sick leave - PS Employees**  
  Reduce by 20% by 2021

- **Job engagement and satisfaction - percentage positive response based on employee opinion survey**  
  **TARGET:**  
  » Maintain our current performance

- **Organisational fairness - percentage positive response based on employee opinion survey**  
  **TARGET:**  
  » Improve by 10% by 2021

- **Foundational workforce diversity targets are established, and met through the life of this Strategy**  
  **TARGET:**  
  » Established workforce diversity targets are met

- **Development of a plan to facilitate transition of paramedics towards registration**  
  **TARGET:**  
  » Transition to registration plan is delivered and implemented

### SO7: Enhance workplace health and safety performance

**7a. Improved workplace health and safety performance**  
Workplace healthy and safety is foundational to our business. As safety standards are absolute, safety is everyone’s responsibility, and working safely is a condition of service for all our employees. Further, the creation of a safe work environment is critical to the success of QAS and is one of the best ways we can retain our staff and maximise productivity. We are committed to the development, implementation and continual improvement in the performance of our safety systems, technology and work practices aimed at ‘zero-harm’ in the workplace.

**Percentage reduction in Lost Time Injury Frequency Rate (LTIFR)**  
**TARGET:**  
» 50% reduction by 2021

**Percentage reduction in Injury Downtime Rate (IDR)**  
**TARGET:**  
» 50% reduction by 2021
<table>
<thead>
<tr>
<th>8a. <strong>Improved organisational capability</strong></th>
<th><strong>Leadership, culture, and values maturity rating</strong></th>
</tr>
</thead>
</table>
| To ensure that our organisation is capable of meeting emerging and growing community and patient needs, the QAS is committed to the cycle of continuous improvement and an ongoing deepening of our organisational capability. We will continue to integrate the skills and culture of our workplace with the organisation’s systems processes, practices and structures to strengthen our organisational capability, and deliver stronger, sustainable business and service delivery outcomes. | **TARGET:**
- Level 5 Maturity (per approved QAS Organisational Capability Strategy)
- Vision, Mission and organisational Values are fully integrated into the operations and culture of the organisation

**TARGET:**
- Level 5 Maturity (per approved QAS Organisational Capability Strategy)
- Leaders model values and engage with the organisation to empower and drive performance and value realisation

**Strategy and alignment maturity rating**

**TARGET:**
- Level 5 Maturity (per approved QAS Organisational Capability Strategy)
- Strategy is clearly articulated through planning processes, which drives performance and allows for the realisation of value across the organisation
- Organisational structures, systems and processes are tangibly linked to the organisation’s Strategy

**Governance maturity rating**

**TARGET:**
- Level 5 Maturity (per approved QAS Organisational Capability Strategy)
- Strategy is supported via governance, which is integrated into the organisation’s structure and operations to such an extent that risks are effectively managed, and compliance is routine
| Performance management maturity rating | TARGET:  
|» Level 5 Maturity  
(per approved QAS Organisational Capability Strategy)  
» Organisational performance is comprehensively measured and measurement methodologies continually revised for improvement. A culture of accountability operates across the organisation and decisions are made based on evidence of performance |
| Continuous improvement maturity rating | TARGET:  
|» Level 5 Maturity  
(per approved QAS Organisational Capability Strategy)  
» The organisation is committed to continuous improvement, and effective and efficient systems are embedded across the organisation to ensure improvement of practice, and sustainable realisation of value |

| SOP: Build technological capability | 9a. Improved technological capability | Information and Communication Systems (ICS) are the foundation upon which an effective, modern ambulance service is built. The QAS objective is to improve and deploy its technological capability to enhance services that ultimately benefit our patients. | Human resources information system implementation | TARGET:  
|» Achievement of HRIS program plan and objectives |
| Downstream benefits of systems implementation | TARGET:  
|» All approved ICS initiatives are delivered as per the QAS ICS Strategy |
**SO10:** Facilitate better decisions, driven by better information

| Improved decision making through better information | Effective information management drives better service and patient care decisions, and is the DNA of our organisation - our ability to make better decisions is reliant on our ability to access better information. Effective knowledge management facilitates decision-making capabilities across the organisation, builds a learning organisation by making learning routine and stimulates cultural change and innovation. As such, our future business intelligence Strategy will be to grow our capability to unite our data, technology, analytics and knowledge to optimise the decisions we make into the future. | Data accuracy across key QAS systems | TARGET:  
» All internal key performance indicator reporting aligned to reporting framework and undertaken to 99% accuracy within 2 years |
| Service improvements resulting from enhanced business intelligence function | TARGET:  
» All investments in business intelligence to deliver benefits as per established business case |